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ABSTRACT

This handbook of procedures developed by the Committee on Professional Concerns (COPC) of the University of South Florida (USF) describes the process to be used in recruiting and hiring qualified candidates for positions on the USF library faculty. The publication is divided into six sections: (1) information on the USF equal employment opportunity program; (2) delineation of the composition of library recruitment search committees and committee service requirements; (3) an outline of search committee procedures for advertising positions, preserving applicant records, handling applications, selecting interviewees, organizing and conducting day-long interview/visits, and making recommendations on candidate selection; (4) description of post-recommendation procedures including final recruitment decisions and notification of successful and unsuccessful candidates; (5) discussion of reimbursement of candidate interview expenses; and (6) hints and comments from previous search committees. The publication concludes with appendices comprising the USF Equal Opportunity/Affirmative Action Plan, samples of 20 forms and letters used in the recruitment process, guidelines for asking questions in the library employment interview, a list of inclusions for candidate information packets, a statement on where to obtain guidelines for pre-employment inquiries, and a check list for briefing the candidates on library recruitment procedures. (ESR)

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UNIVERSITY OF SOUTH FLORIDA

LIBRARIES

SEARCH COMMITTEE

PROCEDURE

HANDBOOK

as prepared by the

USF Library

Committee on Professional Concerns

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December 1981

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INTRODUCTION

This document is an informational description of the process by which qualified candidates are recruited for positions on the Library Faculty at the University of South Florida. The intent is to provide general guidelines, rather than rigid step-by-step instructions, to search committees charged with the task of screening applicants and making final recommendations to the Library Director.

The recruitment procedure, with its primary emphasis on Equal Opportunity/ Affirmative Action concerns, is the responsibility of the Library Director and her Administrative Staff. Search committees have been used at the University of South Florida since 1973 to assist in this process. Fundamentally, they are assigned the tasks of recommending candidates to be interviewed and formalizing the interview process. The search committee will either make a recommendation of appointment or submit a ranking of the candidates for the Library Director to take under advisement. The ultimate decision-making authority in the recruitment process rests with the Library Director, not the search committee.

The Committee on Professional Concerns (COPC) has prepared this handbook to assist those Library Staff participating on search committees and/or in the interview process. The ultimate objective of the search process is to select the best possible applicant in a fair, equitable, and open manner.

Ideally, this handbook should be reviewed on a continuing basis. It is hoped that the experiences of successive search committees, both positive and negative, will be incorporated into the handbook so that it may be kept up to date.

The COPC gratefully acknowledges Dr. Ken Cissna of the USF Department of Communication for his permission to reproduce Asking questions in the library employment interview. This chapter was written by Dr. Cissna especially for this handbook - it is included in the appendices. Thanks also to Mrs. Martha Reifert, Secretary, Collection Development Department, and Ms. Lucy Smith, Secretary, Acquisitions Department, for their assistance in typing the manuscript.

Committee on Professional Concerns (COPC)
1980/81

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I. EQUAL OPPORTUNITY

A. Definitions:

Equal Employment Opportunity - the right of all persons to work and to advance on the basis of merit, ability and potential.

Affirmative Action - any results-oriented activity initiated by an employer which contributes toward the greater utilization of members of protected classes.

Protected Class - legally identified groups that are specifically protected by statute against employment discrimination. This includes minorities, disabled, disabled veterans, veterans of the Vietnam era, women, and the aged.

Minorities - a racial disignation referring to Blacks, American Indians, Asians, Hispanics. Minorities are a protected class. An individual's status as a minority is determined by their indication of the SUS form - State University System, it is not inferred by surnames, etc. White males who are a minority within the library profession do not fit this definition of minorities as a protected class.

Handicapped - (Currently "disabled" is the preferred term) Section 503 of the Rehabilitation Act of 1973 defines a handicapped individual as: Any person who (1) has a physical or mental impairment which substantially limits one or more of such person's major life activities (2) has a record of such an impairment, or (3) is regarded as having such an impairment. When a handicapped individual makes known their disability, the employment agency then taked reasonable measures to accommodate this disability. When the individual makes their disability known, they are then "qualified handicapped". If the individual does not make their disability known, the employment agency has no obligation to accommodate. Handicapped are a protected class.

Goals and Timetables - goals and timetables are established to correct under-utilization in a specific category, job group, department, and vice presidential area. Goals at USF have been established for minorities and women. Other protected classes are given employment opportunity, but there are not established goals or quotas.

University Of South Florida
Equal Opportunity Policy Statement

The University of South Florida is committed to the principles of Equal Educational and Employment Opportunities without regard to race, color, sex, religion, creed, national origin, political opinions or affiliations, handicap or age as provided by law and in accordance with the University's respect for personal dignity. The University is also committed to the employment and advancement of qualified disabled veterans and veterans of the Vietnam era. These principles are applied in the conduct of University programs and activities, personnel and student actions, and the provision of facilities and services.

The University's Equal Opportunity/Affirmative Action Plan sets forth goals and timetables to achieve appropriate utilization and treatment of minorities and women in the workforce with respect to hiring, training, termination, assignment, promotion, compensation, benefits, transfers, layoff and other personnel action. Additionally, the Plan ensures the inclusion of the handicapped and veterans of the Vietnam era.

I assume final responsibility for the accomplishment of Equal Employment Opportunity objectives. Similarly, each vice president, dean, director and supervisor is responsible and accountable for policy implementation and for reporting action and data necessary for sustaining the policy.

To reaffirm the University's commitment, I have delegated the day-to-day management of Equal Opportunity Affairs to the Director of Equal Opportunity Affairs, Ms. Rosalie A. Hill. I personally review the program periodically to ensure positive enforcement. Further, I endorse the letter and spirit of the University's Equal Opportunity/Affirmative Action Policy and encourage the cooperation of each employee, student, applicant, and other University constituents in our efforts to further the principle of Equal Opportunity.

It shall be prohibited for any administrator, supervisor, or other employee of USF to discriminate or to take any other retaliatory action against an individual who, in good faith, has opposed an alleged unlawful employment practice or has made a charge, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing under the provisions of the applicable law, Chapter 90, Florida Administrative Code.

Any applicant or employee who believes that he or she has not been treated in accordance with the University's Equal Employment Opportunity policy may file a complaint with the Director of Equal Opportunity Affairs, Room 235, Administration Building.

John Lott Brown
President

II. COMMITTEE APPOINTMENT

The Library Director appoints the members of the Search Committee. The size and composition of the committee will vary according to the vacancy. In the past, various models have been utilized. They may be summarized as follows:

A. Search Committee Composition - general considerations

1. Chairperson
The Library Director appoints the chairperson of all search committees.

2. Size and Composition of the Search Committee
Membership on a search committee is by appointment by the Library Director. Generally, the size of the search committee varies between five and nine. In consideration of Equal Opportunity, the membership includes males and females, Library Faculty and Career Service Employees, and library staff minority representatives. Every effort is made to include at least one member from a protected minority group on the committee. Library Faculty always outnumber the Career Service representatives on a search committee.

   a. Single Department Appointment
   If the job vacancy is within a single department, and non-supervisory in nature, the search committee consists of all the Library Faculty within that department, and one additional Library Faculty from another department. The Library Director will also appoint one or more Career Service Employees from within the department to serve on the committee. The Department Head may serve as chairperson of the committee, as an ex-officio member of the committee, or as a regular member of the committee, according to the wishes of the Library Director.

   b. Supervisory Level Appointment
   If the position is at a supervisory level, the committee consists of Library Faculty and Career Service Employees from various departments throughout the library, including the department with the vacancy.

   c. Dual Assignments
   Committee membership consists of Library Faculty performing dual assignments in the departments with the vacancy, other Library Faculty, and Career Service Employees.

3. Secretary
A committee member may volunteer or be appointed by the chairperson to serve as secretary, or secretarial assistance may be provided by the department with the vacancy. The Secretarial Staff of the Director's Office is generally willing to assist search committees, provided permission to do so is granted by the Library Director.

B. Service on the Search Committee

1. It is not appropriate for an applicant for a particular position to serve on the search committee for that position.

2. Once the Search Committee has been appointed, members should neither encourage nor discourage individual library staff to apply for the position.

3. Persons appointed to the search committee by the Director are expected to serve. Those who, for legitimate reasons, prefer not to serve should request that they not be appointed. Those who would like to serve on a search committee should request that they be considered for appointment.

4. Due to the differing nature of the various vacant positions, some Library Faculty may serve as members of a search committee frequently and others may serve less frequently.

5. ALL members of the staff are encouraged to give their opinions of the candidates to the search committee.

6. Search Committee members should use discretion when openly discussing Search Committee business. Generally, information on the candidates and their applications which is factual in nature may safely be discussed. Information which is evaluative in nature, such as college placement files, letters of recommendation, etc. are considered to be confidential and protected by law from disclosure.

III. TIME TABLE PROCEDURES

A. Advertising the Position

Recruiting and screening referrals for librarians positions are the Library's responsibility. The preparation and placement of the vacancy announcement is handled by the Library's Administration Department. Since Affirmative Action Guidelines stress the need for an "aggressive search", to make the vacancy known to all groups protected by Equal Opportunity/Affirmative Action legislation, emphasis will be placed on personal contact with individuals and groups who have knowledge of qualified minority candidates. There is a sincere attempt to insure that all applicant pools contain minority candidates .

1. Periodical Publications

Chronical of Higher Education, and appropriate ALA journals, (e.g., L/J Hotline) and other library journals are utilized, as funds permit.

2. Florida Listings

The Library receives computer printouts listing persons seeking employment with the State of Florida, who have registered interest through the Florida Central Applicant Pool. Persons seeking professional library positions, particulary those with minority status, should be contacted immediately according to Appendix B, sample letter 1.

SUS Position Vacancy Announcements (PVA)
Florida Jobline
USF Position Vacancy Announcements

3. ALA Conventions

If an ALA convention (annual or midwinter) falls during the search process period, the position will be listed at the ALA Placement Office. No interviewing will be done unless strong candidates have been identified and contacted prior to the convention.

4. Library Schools and Associations

This search shall include, but not be limited to, notices to library schools that have significant minority graduates, such as: University of Michigan, Atlanta University, Catholic University of America. Other Library Schools may be contacted, especially those in the Southeast.

ALA minority caucuses, such as the Black Librarians Caucus, may be contacted.

B. Preserving the Records

Copies of all correspondence and a record of all contacts for the purpose of recruiting qualified minority candidates, along with copies of each position vacancy announcement and the job advertisement as it appeared in each periodical publication, must be preserved.

A section within a large looseleaf binder, which can serve double duty as a repository for all formal applications for the position, can be utilized for this purpose.

C. Handling the Applications

Samples of all forms referred to below can be found in Appendix B.

1. Receipt and review by Library Director

Applications are received by the Library's Administrative Office and forwarded immediately to the Director. The Director examines each application, disqualifying those which obviously fail to meet the minimum qualifications as stated in the state specifications for that position. Applications postmarked after rhe closing date are also disqualified. This is the full extent of the Director's involvement in the screening process.

2. Rejection of Applicant During Initial Screening

Letters of rejection, which are usually some variation of Samples 2-4 are authorized by the Director, typed by the Administrative Clerical Staff assigned to the search committee, and sent to those eliminated during this initial screening. A copy of the letter of rejection, the application, a completed Application Progress Checklist (SPC) (Aample 5), and a completed Application Review Summary (ARS) (Sample 6) should all be sealed in the manila envelope (see C.3.c, below) which is then secured in the looseleaf binder for permanent reference.

3. Qualified Applicants

a. Applicants who survive the initial screening process are notified of their status according to Sample letter 7. Those candidated who immediately appear to be strong contenders may be asked to forward their three letters of recommendation, if they have not already done so (Sample 8). Qualified candidates are asked to fill out and return the enclosed USF Applicant Data Form. Included in this packet are the Position description, and a cover letter indicating the deadline date for official application receipt and approximate date of decision on the applications. Candidates who have only sent a letter of intent should be asked to submit an up-to-date resume in addition to the completed USF Applicant Data Form.

b. Qualified candidates who are currently earning more than the salary likely to be offered for the position at USF need to have this clarified. Never assume the candidate is unwilling to accept a position salaried below that which he or she is presently earning. A variation of Sample 16 or a telephone call can provide an answer to this dilemma.

c. Maintaining and Safeguarding the Applications

A copy of the preliminary qualifying letter, the completed application, the updated APC, and the ARS should be placed in the looseleaf binder for permanent reference and access by the Search Committee. Evaluative materials on the candidates, such as placement file records and letters of recommendation, should be kept in a separate sealed manila envelopes which are then secured in the looseleaf binder. The binder is kept in the Library Administration office. Search committee members should notify the person responsible in Library Administration whenever they remove the binder from the Office, and they should return

it as soon after they have finished using it as possible. The binder should always be used with discreation. Its factual contents may be examined by anyone, including the candidated themselves. Its evaluative contents are, by law, classified as limited access documents, available only to the Search Committee.

D. Selection Process

1. Search Committee Review

It is the responsibility of each search committee member to develop a working knowledge of the qualifications of each cnadidate. If necessary, the Chairperson may route copies of the vitae of each qualified candidate to the membership for their personal study. In those instances where there are large numbers of qualified candidated (e.g., entry-level positions), committee members are advised to take notes as they study each vitae. Thus, when the search committee meets together for the first time (typically, within a week to ten days after the closing date for receipt of applications), everyone will be familiar with each applicant and able to discuss their qualifications for the position.

2. Rejection of Applicants Following Initial Review

It is during this first round of committee discussion that candidates falling into the following categories are eliminated from further consideration:

a. Candidates disqualifies himself or herslef. No further committee action required other than closing out the APC and the ARS.

b. Candidate fails to meet minimum qualifications (as stated in State specs for position) for position upon close scrutiny by committee. Committee responds to applicant according to an appropriate variation of Sample Letters 10 or 11. Close our applicant's APC and ARS.

c. Candidate meets minimum qualifications (as stated in State specs for position) for position but lacks apecialized training or backgroung desired, or has negative letters of recommendation. Committee responds according to some variation of Sample Letters 12 or 13. Close our applicant's APC and ARS.

d. Candidate meets qualifications but fails to complete formal application by the prescribed deadline. Committee responds with Sample Letter 14. Close our the APC and ARS.

APC = Application Progress Checklist (Sample 5)
ARS = Application Review Summary (Sample 6)

The remaining applications represent the most active, qualified candidates for the position.

3. Selection of Applicants for the In-Person Interview

. Complete Documentation on Remaining Applicants

The final round of eliminations begin by completing the documentation on each remaining candidate. Letters of recommendation are requested from all who have yet to send them (Sample Letter 15).

b. Search Committee Chairperson Confers With Administrative Staff

Administrative Staff recommends candidate(s) - The chairperson asks each member of the Administrative Staff (i.e., the Director and the Assistant Directors) for their recommendations for the final pool of candidates.

Availability of travel funds - The chairperson always consults the Director regarding both the availability of travel funds for the purpose of interviewing out-of-town candidates, and realistic expectations regarding the number and distribution of candidates to be interviewed in person. This information has an important effect on the Committee's final deliberations leading up to the choice of those candidates to be invited to interview. For instance, if there are many well-qualified out-of-town candidates but travel dollars are scarce, the Committee may wish to consider conference calls in lieu of the in-person interview, as a means of narrowing the field. In many respects, the conference call is the next best thing to the in-person interview. It provides the search committee with immediate feedback to a wide range of concerns rarely addressed in the written correspondence accompanying an application. And it is very inexpensive. Again, assuming the Committee is faced with many well-qualified candidates but insufficient travel dollars, they may opt to interview only those who agree to share expenses with the Library, or who agree to room and board with a committee member during their stay in Tampa, or those willing to pay their own way to and from Tampa.

c. Final Selection of Candidates

The search committee digests a maze of information with respect to the qualifications of the position; the qualifications of each candidate; the recommendations of the Administrative Staff; the recommendations of professionals who have worked with, supervised, or instructed the candidates, in order to agree on those candidates who are to be invited to interview. This is not a simple operation. These deliberations must be conducted in a manner such that each candidate, external or in-house, is scrutinized fairly and equitably. The success of these deliberations is contingent upon the full participation of all members of the search committee.

d. Contacting Candidates to be Interviewed

The committee's final choices, external and in-house, are contacted by mail (Campus Mail for in-house candidates) according to an appropriate variation of Sample Letter 17. If time is critical, initial contact with the candidates prior to the interview may be in-person or by phone. However, written confirmation should always follow this informal contact.

e. Updating Documentation on Candidates to be Interviewed

Copies of all correspondence, summaries of phone conversations, and any other informal contacts with the candidates should be bound together with their applications. Update each candidate's Application

Progress Checklist (Sample 5) and Application Review Summary (Sample 6).

f. Final Documentation on Candidates Not Selected for the Interview

Notify each candidate according to an appropriate variation of Sample Letter 13. Close out their Application Progress Checklist and their Application Review Summary.

E. Scheduling the Interview

1. The in-person interviews should be scheduled in such a way that all take place in a period spanning no more than two weeks, if possible. Thus, when the search committee commences its final deliberations, the impressions made by each candidate will be fresh in everyone's mind.

a. Administrative Staff

First, check with the head of the department with the vacancy, the Library Director, and the Assistant Directors to make sure your interview schedule doesn't interfere with previous commitments that they may have made.

b. Out-of-town Candidates

Next, contact the out-of-town candidates who are to be interviewed and suggest a date (see 2, below). Naturally, these arrangements are contingent on each candidate's luck in securing travel arrangements and prior commitments. Allow a full day for interviewing each out-of-town candidate.

c. Local and In-House Candidates

Scheduling is somewhat less critical with in-house and local candidates. Once the out-of-town candidates are confirmed, the others can usually be scheduled around them. In house and local candidates, most of whom will already be familiar with the library, its staff, and the position, can be interviewed thoroughly in half a day.

2. The Search Committee Invites the Candidate to Interview

The invitation to interview should be extended by the Chairperson of the Search Committee. At the time of the invitation, it should be clarified which expenses are to be handled by the applicant and which are to be handled by the Library. For expenses which ultimately will be paid for by the Library, the applicant should be informed that he or she is initially responsible and that reimbursement by the State of Florida will be delayed. Although the invitation is usually extended by telephone, written confirmation should always follow. The Chairperson should ask the candidate to call collect as soon as their travel arrangements are confirmed. Be sure to log this call and give the information to the Administrative Secretary. A follow up call from the Chairperson is often necessary to finalize the interview date, arrival and departure times, etc. The Chair may also wish to discuss the tentative interview schedule, as well as any planned or suggested activities of a social nature.

a. Travel Arrangements and Local Accommodations

As stated above, out-of-town candidates for the in-person interview are responsbile for securing their own travel arrangements. However, they may confer with the Library's Administrative Secretary regarding the choice and reservation of suitable motel accommodations. In the case of out-of-town candidates who travel by air, the Search Committee provides transportation to and from the airport, and to and from their local accommodations the day of the interview.

3. The Search Committee Prepares for the Interview

a. Interview Questions

The slate of questions to be asked of each candidate is organized. It is important that each candidate answer the same basic set of questions so that all candidates may be evaluated on equal terms. Each Committee member should have a copy of the questions, and the Chairperson may go so far as to assign certain questions to particular Committee members. Thus, the entire Committee becomes actively involved in the question and answer process with each candidate. A list of questions of a very general nature entitled "Guidelines for Pre-Employment Inquiries -- Lawful and Unlawful" may be found in Appendix E.

b. Interview Schedule

1. Agenda Prepared and Reviewed With Administrative Staff

The proposed interview schedules developed by the Search Committee for each candidate are discussed with the Director, the Assistant Directors, and the key supervisor(s). Conflicts are noted, if any, and changes are made to provide each individual above with sufficient time to interview the candidates. The final interview schedules, along with copies of each vitae, are presented to them.

2. Schedules Sent to Library Staff

Copies of each interview schedule, along with copies of each vitae, are given to all Search Committee members and the department heads.

3. Schedule Sent to Candidates

As a courtesy to the candidates, a copy of their interview schedule is sent to them in advance of their departure.

4. Sample Agenda

A typical schedule might include the following:

a. Tour of Library/Orientation (if not familiar with USF)
b. Interview with Library Director
c. Interview with all Assistant Library Directors
d. Interview with Search Committee

e. Interview with Department Head in Department of appointment
f. Interview with Department of appointment, if not Search Committee
g. Coffee breaks with other Library Departments
h. Interview with other Department Heads (as appropriate)
i. Meeting with Search Committee, at end of day
j. (Include lunch with Search Committee & interested Library Staff)

See Appendix C for samples of a full day interview agenda (Sample 18) and a half day interview agenda (Sample 19).

F. Interview Day

1. Host/hostess for candidate

The chairperson assigns a different Search Committee member to serve as host or hostess to each candidate for the in-person interview. It is the host's responsibility to make sure that the interview schedule is adhered to as closely as possible. Typically, the host escorts the candidate to each scheduled meeting, introduces the candidate to the individual or group in attendance, departs, and returns five minutes before the scheduled meeting is to end. The host interrupts the conversation as diplomatically as possible when time is up, and escorts the candidate to the next meeting on the agenda.

2. Briefing the Candidate

Briefing the candidate takes place early in the morning on the day of the interview. It's usually the first order of business once the candidate has been introduced to the search committee, and may last anywhere from five to twenty five minutes, depending on the candidate's familiarity with the Library and the University. During the briefing, the candidate will receive capsule summaries of data and information selected and presented by the search committee. The purpose of the briefing is:

1. To orient the candidate within their new surroundings.
2. To provide each candidate with the information necessary to enable them to interact most effectively during the interview with Library Faculty and Staff.

The structure and content of an actual briefing is illustrated in Appendix F.

3. Tours of Library

Tours of the Library are conducted by a Committee or staff member appointed by the Chairperson, and are normally scheduled immediately following the initial meeting with the Search Committee. Candidates familiar with the Library facility do not get the tour.

4. Lunch

Members of the Search Committee who plan to lunch with the candidate should all be in the library lobby at an appointed time, ready to depart for the restaurant. If lunch is to be off campus, drivers should be chosen ahead of time to avoid confusion and wasted time.

When choosing a restaurant, avoid those with reputations for slow service and those which do not issue separate tabs. Make reservations whenever possible. Generally, the candidate is expected to pay for his or her lunch -- they're reimbursed later. Clarification of this arrangement with the candidate before departing the library helps to avoid embarassment and confusion later at the restaurant.

G. Interview Do's and Don'ts

1. Strive for a relaxed and comfortable atmosphere. It always adds a personal touch to introduce all in attendance at the interview.

2. During the actual interview, never give the candidate the impression that they have been chosen for the position, or that someone else has already been chosen.

3. Do not "rewrite" job descriptions during the interview (figuratively speaking) in such a way that the interviewee becomes obviously qualified for the position, while in-house candidates in attendance are not, and vice versa.

4. In-house candidates attending the interviews of outside candidates should not be introduced as such, and are encouraged to maintain a low profile during the interview.

5. Always keep the discussion moving along relevant topics. Try to avoid dead silences. Be prepared to keep the conversation moving.

6. Dr. Cissna's chapter entitled "Asking Questions in the Library Employment interview" (Appendix C), sets forth guidelines for formulating intelligent questions and introduces the technique of "probing" the interviewee. This is recommended reading for all search committee members.

7. Give the candidate an opportunity to ask questions.

H. Search Committee Deliberations

1. General Considerations

Deciding which of the candidates is to be recommended for the position is, perhaps, the most difficult aspect of the Search Committee's task. In some cases, one candidate seems to emerge as a staff "favorite" -- the Committee's choice is obvious. Othertimes, the Committee will find itself deadlocked in its efforts to choose between in-house favorites and well-qualified outside candidates. The most difficult choice is that between two or more equally qualified in-house candidates. In all cases, the potential for damaged egos, hurt feelings, misunderstandings, and delayed or shattered professional aspirations is quite real. The victims are just as likely to be committee members as the candidates themselves. It's one of the hazards of serving on a search committee.

a. Confidentiality

The unique composition and mission of each Search Committee precludes any attempt at providing procedures and guidelines for the

decision-making process, in any but the most general of terms.

Confidentiality, of course, heads the list of considerations guiding the actions of the Committee. Members must resist the temptation to discuss individual candidates and Committee action on their applications, outside the Committee. Even the Committee's final recommendations to the Director must be held in strict confidence until Affirmative Action scrutiny is complete and the candidate chosen has accepted the appointment - a process that can take two weeks or longer.

b. Impartiality

Impartiality is of equal importance. While there is often a tendency to want to favor one candidate over another, the Search Committee must treat each applicant fairly and objectively.

2. Surveying All Library Staff Who Met Candidates

In order to gain as much input as possible on each candidate, the search committee should solicit the opinions of responsible staff who have interviewed the candidate, or have met with them on an informal basis. The chairperson should assign committee members to poll the Director, the Assistant Directors, each department head, and the staff of the department where the candidate would be assigned. During the committee's final deliberations, these opinions should be presented to the group, minus any personal interpretation or editorializing, by those who did the polling.

3. Arriving at the Final Recommendation

a. General Considerations

The well-being of the search process is acutely dependent on the active participation of each search committee member, particularly during the final deliberations. Each member has a responsibility to see to it that the Committee's recommendations to the Director represent, as much as possible, a consensus of opinion regarding those candidates best qualified for the position.

The procedure by which the search committee reaches agreement on who is to be recommended to the Director may depend on the number of qualified candidates under consideration, the characteristics of each candidate, the number of vacancies, and the level of each vacancy. For instance, verbal agreement may suffice in those cases where there are few qualified candidates to choose from, or one candidate is clearly better qualified than the rest. Simple verbal agreement may be out of the question in the case of an entry-level position, where the committee is faced with a dozen excellent candidates for one or more vacancies. In this case, it may be necessary to devise some sort of numerical or qualitative rating system, and actually tabulate scores for each candidate in order to determine those who are to be recommended for the position(s), and in what order. Such a system guarantees that each candidate will be evaluated according to the same criteria. Furthermore, these scores may be added to the documentation submitted to the Equal Opportunity Affairs Office (H.5.a).

b. Final Recommendation

The final recommendation is made only to the Library Director. The Library Director may choose to share that recommendation with the Assistant Directors.

1. Format of the Recommendation

Depending on the circumstances,. the search committee's recommendation to the Director may be a ranking of the candidates, or the recommendation of a single candidate.

2. Confidentiality of Recommendation

Once the final recommendation has been forwarded to the Director, it is inappropriate for any member of the search committee to reveal in any manner the content of that recommendation, or the committee discussion surrounding that recommendation. It is also inappropriate for any member of the library staff to solicit comments on the recommendations of the search committee. It is appropriate to inquire about the progress of the search procedure (Has appropriate recommendation been sent to the Director?). It is inappropriate to inquire about the content of the deliberations (Did the Search Committee recommend an in-house candidate?).

a. Announcement of Appointment

Once the appointment of the new library faculty member has been finalized, it is the privilege and responsibility of the Library Director to announce that appointment.

In general, details of search committee actions and deliberations are never divulged to persons outside the committee or to the candidates for the position.

b. Inquiries from Candidates

Candidates for the position may solicit information on the progress of the search procedure. And they may ask the Chairperson to apprise them of the status of their application. Requests for additional information will not be honored. Candidates that solicit information from the Search Committee after they have been notified that they were not appointed will be referred to the Library Director.

c. Time Frame for Processing Applications

This process must be completed within 60 days of the closing date for the receipt of applications. If the process extends beyond 60 days, special permission must be obtained from the Equal Opportunity Affairs Office; otherwise, the position must be reopened and the process repeated.

4. <u>Etiquette of the Visit - Making the Interview a Memorable Experience Rather than an Ordeal</u>

a. Host/hostess

The Chair of the Search Committee is the most appropriate person to serve as host/hostess for the applicant's visit, but another committee member or Library staff member can be designated.

b. Information for Applicant

At the time of contact (usually upon their arrival in Tampa the night prior to the interview), the applicant should be provided with:

1. The interview schedule
2. The names of the Search Committee members
3. USF college catalog*
4. Other appropriate University literature*
5. Collective bargaining literature
6. Local information such as street maps, Chamber of Commerce material, housing information.*

*This may be omitted for local applicants.

Appendix D, Information Packets for Candidates, lists a variety of material which should be made available to the interviewee.

c. Non-Interview Time

The applicant should be free to spend his/her non-interview time as desired, but the chair of the search committee should be prepared with tentative plans and suggested activities. Examples of appropriate activities include:

1. Dinner invitation
2. Tour of the city or of selected areas
3. Tour of the USF campus
4. Informal social gathering with other Library staff

d. Interview Time

Provide the interviewee with a few moments between each meeting on the agenda for a brief relaxation, a visit to the restroom, a drink of water, etc.

5. Committee Documentation of the EO process

a. Search Committee Responsibility

The Search Committee is responsible for documenting the reasons why a certain candidate was not recommended for the position. This documentation will be used in the review process by the Library Director, the Office of Equal Opportunity Affairs, and the Vice-President for Academic Affairs to assure that Equal Opportunity was given full consideration in the process. This review process must be completed before an appointment can be finalized.

b. Final Documentation

This is reported on the form: USF Affirmative Action Recruitment and Selection Report. (Sample 20) Usually, additional sheets are needed to complete Section 5, "Selection Process."

c. Appropriate/Inappropriate Evaluations

1. In preparing the comments on the individuals who were not recommended for that position, it is appropriate to focus on the individual listed rather than another applicant. For example:

   Do not: This individual is not as qualified as our number one candidate.

   Do: This applicant has very good qualifications and would be our second choice.

2. Be sure the comments focus on stated criteria included in the job advertisement. For example:

   Do not: This individual does not know three foreign languages, as does our number one candidate. (job ad did not state 3 languages; all applicants must be aware of criteria used in selection)

   Do: This individual does not have the required masters degree from an ALA accredited school as of the appointment day for the position.

3. Do not assume a conclusion for any candidate. You must contact them to allow them the option of accepting or rejecting. For example:

   Do not: Obviously they are not interested in this job since they already make $5,000 more than this job will pay.

   Do: The candidate was contacted by telephone on May 1st to make them aware that this position's salary is $5,000 less than their current salary. At this time, the candidate indicated he would only be interested in the position if the salary was above his current level. The candidate may also be contacted according to an appropriate variation of Sample Letter 16.

4. If the required forms and 3 letters of recommendation (required) are not completed, the candidate cannot be considered. For example:

   Do not: Only one letter of recommendation was received and it was negative.

   Do: The required forms and letters of recommendation were not supplied. The candidate was contacted by telephone on March 15 to assess them of the necessity for these forms or letters of recommendation. They were not supplied.

d. Qualified Applicants, Not Selected for the Position

A letter of rejection along with the Central Applicant Pool Applicant Data Form is sent to all applicants who are not selected for the position.

e. Candidates Accepted for the Position

See Section IV, Post-Recommendation Procedure, in this Handbook

f. Grievance

The format of this documentation is very important. It is especially important in the situation where an applicant who is not selected feels that their Equal Opportunity rights were violated in the process. Reference is then made to these stated reasons. It is much easier for a candidate to accept a rejection such as: "This applicant has very good qualifications and would be our second choice.".

If the applicant wishes to pursue a grievance in the matter, all of the committee's written documentation could be admissable evidence in an administrative proceeding or judicial setting.

IV. POST-RECOMMENDATION PROCEDURE

A. Library Director Procedure

1. Decision Process

The Director reviews the Committee's recommendation considering how the recommended candidate meets the advertised qualifications, the reasons stated by the Committee for the choice of the candidate, and compliance with the University's Affirmative Action program. (See Plan:44)

If the Director has reservations about the Committee's recommendation she will confer with the Committee regarding their decision. If the Committee does not recommend one individual for first selection, she may also confer on the recommended candidates. Although the final decision remains the responsibility of the Director, she will accept the Committee's recommendation unless she has compelling reasons to select another candidate, which she will explain to the Committee.

2. Review and Approval by University Administrative Officers

Before the Library Director's recommendation is forwarded to the Vice President for Academic Affairs, it is sent to the University Equal Opportunity Director, the Personnel Director, and the Associate Vice President who will also be aware of the recommendations.

a. University Equal Opportunity Director

The Committee, in consultation with the Library's Equal Opportunity Coordinator, fills out the Affirmative Action Recruitment and Selection Report (Q.V.). This Report is sent to the Office for Equal Opportunity Affairs. Affirmative Action approval must be granted before any offer can be made.

(1) Approval When the Equal Opportunity Officer has approved the Report (by memo or telephone), the Report and approval are forwarded by the EO Office to the Director of Libraries.

(2) Not Approved If the EO Director or Assistant does not approve the Report, or has questions about it, the Library's EO Coordinator will supply additional information, in consultation with the Committee, if necessary. It must be certain that the procedure and process was appropriate. The criteria will be reviewed to make certain that it matches the job advertisement and the justification for the selection of the candidate.

b. Personnel Director

The Personnel Department (usually the A & P specialists) will review the candidates qualifications to make certain they meet the minimal qualifications for this job, as advertised. When the advertisement is first sent to personnel, they will certify that the advertisement reflects the State specifications for this job position.

c. Associate Vice President for Academic Affairs

The Director of Libraries is administratively responsible to the Associate Vice President for Academic Affairs. The Associate Vice President will be aware of the recommendation.

3. Initial Offer to the Selected Candidate

a. The Director writes the selected candidate stating that his/her appointment will be recommended to the University President at a specified salary and date, or at a mutually agreed upon date, upon receipt of the candidate's acceptance (this wording is used since the Director is not authorized to make a firm offer).

b. When the candidate's written acceptance has been received, the Director's staff assistant sends the Division of Personnel Services the following documents:

1. Completed Position Vacancy Announcement (part B)
2. Appointment Paper
3. Copy of letter of offer and acceptance letter
4. Copies of letters of reference
5. Original A & P Application Form

c. The candidate receives a (computer-produced) contract. This contract is legally binding upon the University once the candidate has signed and returned the original.

B. Acceptance of Candidate

1. Discussion of Salary and Rank

a. The salary offered depends upon the qualifications of the candidate and the funds available in the Library's A & P salary budget. As a general principle, the salary offered will be equitable with salaries currently paid (or anticipated for the next fiscal year) to incumbent library faculty having similar qualifications. However, candidates who meet special library needs (e.g. subject specialities, affirmative action goals, etc.) may be offered salaries higher than incumbents with comparable years of experience. If sufficient salary rate is not available in the Library budget for candidates with these qualifications, or for candidates with exceptionally desirable experience, the Director may ask the Office of Academic Affairs for additional salary rate.

b. The rank offered will follow the guidelines in Appendix F of the Collective Bargaining agreement, although variations may exist for special circumstances.

C. Sending Letter to Applicants Who Were Interviewed but not Selected

As soon as the applicant selected has formally accepted the position, the letter of rejection should be mailed to others interviewed by the Search Committee. (Samples 12 & 13) Unfortunately, there is no ideal way of letting a candidate (especially an in-house candidate) know they were not selected for the position. It is courteous for the Chairperson of the Search Committee to verbally express the rejection in the case of an in-house candidate. All attempts should be made to make this a private, discreet, and tactful situation.

V. PER DIEM FOR INTERVIEWEES

A. Availability of Funds

The availability of funds affects the amount of support the Library may offer to the candidate. Economics may not allow for full reimbursement. Circumstances also may limit reimbursement.

B. Travel Expense

1. Mileage

Mileage is paid when the candidate is within driving distance, but outside of Tampa. Check with the Directors office for the current mileage reimbursement.

2. Air Fare

Air fare (at tourist rate) is reimbursed when the candidate is beyond reasonable rriving distance. Tourist air fare in liew of mileage is paid if the candidate drives to Tampa for the interview at USF.

Plane reservations are made by the candidate who must pay for the ticket and then be reimbursed after the visit to USF.

C. Living Expenses

1. Per Diem

Per diem may be paid to candidates who find it necessary to spend the night in Tampa. This is usually necessary since the interview process begins at 8:00 a.m., and it would be unrealistic to fly into Tampa that morning.

If it is decided to pay per diem for candidates, the total amount paid is determined from the time they leave their hometown until they return. This is actually figured on a quarter-day basis and is usually based on the departure and arrival time noted on the plane ticket. If the candidate chooses to extend the interview into a vacation, per diem will be paid only for the time necessary for the interview and return.

Per diem is intended to cover all meals and room expenses. The candidate must have receipts for parking, taxi, etc. if reimbursement is requested. (rental cars are excluded since USF Library staff traditionally offer to pick up the candidates). Check with the Director's Office for the current per diem rate.

2. Motel Reservations

The Library Staff Assistant or the Secretary of the Search Committee offers to make motel reservations for the candidate at a nearby motel (Holiday Inn or Travel Lodge).

Recently, candidates for a Library position were offered the option of staying with a librarian from the Department OR paying their own motel expenses. This choice saved the University per diem

costs and made the visit more personal, while offering the candidates the privacy of a motel room if they wished to pay for it.

3. Meals

The State Reimbursement rate for lunch is (check with the Director's Office). For those candidates being paid per diem meals are covered. Candidates not receiving per diem may be paid a meal/lunch allowance. Check with the Staff Assistant for clarification.

D. Reimbursements

During the candidates visit they must see the Staff Assistant to sign and submit the forms necessary for reimbursement of their travel expenses.

The reimbursement check will be sent to the Staff Assistant from Tallahassee, then forwarded to the candidate. It is usually about four weeks before the paperwork clears and the check is received.

VI. HINTS AND COMMENTS FROM PREVIOUS SEARCH COMMITTEES

A. Reference not received when Committee wanted to interview.

Made telephone conference call (used Acq./Catl. phone 2735, it has 7 phones to listen on). Actually, we were able to get a much clearer impression over the phone than a letter of reference might have revealed. This was especially true since the reference was negative.

For the negative reference, we didn't request a written reference, since we had, by this time, eliminated them from consideration. However, we did prepare a summary of the reference.

"On March 15, 1981 we talked to Dr. ?? who was listed by the candidate as a reference. Dr. ?? was the immediate supervisor of the candidate for 6 years. Dr. ?? characterized the candidate as an average cataloger. He was not enthusiastic about the candidate and indicated he would not re-hire this individual." Jeanene McNair

For the positive reference we did ask for a written version to place in the file, in case they were a successful candidate.

B. Negative telephone reference

When the first telephone reference was negative we called another reference to make sure there wasn't a personality conflict with this individual.

C. Uncertain why left last job

Called supervisor of the last job to clarify this. The telephone conversation cleared up context of remarks in letter of reference. We all found this to be extremely helpful.

D. Telephone call - person unavailable

Left message for her to return our call (collect). We checked with Dolly first to make sure collect was okay.

E. Difficult to decide which local candidate to interview

On paper, qualifications are much different than actual knowledge of their OPS work experience at USF would indicate. Decided to interview all since paper qualifications must be first selection criteria, and it was also consensus of Search Committee that other local candidates would be interviewed. Don't eliminate candidates based on knowledge unavailable to all Search Committee members.

F. During interview day, when host/hostess is introducing the candidates to individuals, groups clue them in to the situation. "This is the library director". "This is an informal coffee break where all the staff (professional and career service) from Technical Services will be here to meet you".

G. Recommendation of Committee to Library Director

If a second choice is not indicated to the Library Director then the Equal Opportunity Office may assume there is no second choice acceptable, and the Search Committee might prefer to reopen the position.

It is possible to give the Library Director a single choice, and in the documentation for EO as to why this candidate was not selected indicate:

"This individual would be our second choice".

H. During a long interview session, it would be courteous to have a glass of water available for the candidate.

Appendix A

University of South Florida Revised Equal Opportunity/Affirmative Action Plan, December 1980, plus annual supplements containing revised goals, etc.

This version is available from USF Equal Opportunity Affairs Office

ADM 235 (974-4373)

or from the Library EO Coordinator (Mary Sepanik)

or

Special Collections (LIB 410)

This edition was reprinted (with few ommissions) in the Oracle. This version was dated January 1981. 12 pages

Appendix B

Forms
and
Sample
Letters

SAMPLE 1

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

June 19, 198X

Name
Address
City, State Zip

Dear ?

You have indicated an interest in a professional library position by listing your name in the Florida Central Applicant Pool. Enclosed are copies of the positions currently being advertised by the University of South Florida Library.

If you qualify and are interested, please reply by July 15, 198X.

Sincerely yours,

Library Search Committee

XX/lms

Enclosure

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 2

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

August 1, 198X

Name
Address
City, State Zip

Dear ?

Thank you for your letter concerning the position of Associate Librarian, Reference Department. We do not believe your experience is extensive enough to meet the requirements for this position.

Sincerely yours,

Library Search Committee

XX/lms

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 3

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

August 15, 198X

Name
Address
City, State Zip

Dear ?

Thank you for your application for the position of Associate Librarian, Reference Department. Although you have excellent experience, the position does require a Master's Degree in Library Science from an ALA accredited program.

Sincerely yours,

Library Search Committee

XX/lms

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 4

UNIVERSITY OF SOUTH FLORIDA

TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

August 15, 198X

Name
Address
City, State Zip

Dear ?

Thank you for your letter concerning the position of Associate Librarian, Reference Department. Although you have excellent experience, the position does require a Master's Degree in Library Science from an ALA accredited program, and three years of professional reference experience.

Sincerely yours,

Library Search Committee

XX/lms

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

UNIVERSITY OF SOUTH FLORIDA LIBRARY SEARCH COMMITTEE

APPLICATION PROGRESS CHECKLIST SAMPLE 5

_____
APPLICANTS NAME

CONFIDENTIAL

DOES NOT QUALIFY

- ☐ No Masters in Lib. Sci.
- ☐ Insufficient # years experience
- ☐ Other (Specify)

_____

_____

_____

QUALIFIES (File Includes;)

- ☐ Letter of Application
- ☒ Resume (answered_____)
- ☐ USF Personnel Data Form (Received_____)
- ☐ SUS Applicant Data Form (Received_____)
- ☐ Letters of Recommendation

#1	#2	#3
_____	_____	_____

Other Pertinent Data (spec

_____

_____

COMMENTS

_____

_____

_____

REJECTED FOR POSITION:
(Reasons)

_____

_____

_____

_____

☐ SELECTED FOR POSITION:
(Reasons)

_____

_____

_____

_____

APPLICATION REVIEW SUMMARY FORM SAMPLE 6

ASSOCIATE REFERENCE LIBRARIAN APPLICANT

NAME_____

SEX_____RACE: BLACK____WHITE____Other Minority_____

Date Application received_____Acknowledged_____

Rejected_____letter sent_____

Reason for rejection:_____

_____

_____

_____

Being considered; checking references_____

Interviewed (Date)_____

Rejected_____Letter sent_____

Reason for rejection:_____

_____

_____

_____

Summary of qualifications:

MLS from accredited program: yes____no____

Experience:

3 years professional reference experience: yes____no____

supervisory experience (years)_____

instructional experience (years)_____

SAMPLE 7

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

July 20, 198X

Name
Address
City, State Zip

Dear ?

This will acknowledge receipt of your application for the position of Associate University Librarian, Reference Department. It is being considered by the Search Committee, and if further information is desired, you will be contacted.

Please fill out the attached USF Applicant Data Form and return it to this office by August 1, 198X.

We urge you to update your file quickly so that timely consideration may be given to your application. Thank you for your interest in the University of South Florida.

Yours truly,

Library Search Committee

XX/xx
Enclosure

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 8

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

July 20, 198X

Name
Address
City, State Zip

Dear ?

Thank you for your application for the position of Reference Librarian. We have examined your resume and you appear to be a qualified candidate. Please forward your three letters of recommendation and the completed USF Applicant Data Form as soon as possible.

We urge you to complete your file quickly so that timely consideration may be given to your application. Thank you for your interest in the University of South Florida.

Sincerely,

Library Search Committee

XX/xx
Enclosure

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 9

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

August 1, 198X

Name
Address
City, State Zip

Dear ?

Due to the late arrival of your resume (the application deadline was July 10, 198X) the Library Search Committee will not be able to consider your application for the position of Associate Librarian in our Reference Department. We appreciate your interest in the University of South Florida.

Sincerely,

Library Search Committee

XX/xx

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 10

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

December 30, 198X

Name
Address
City, State Zip

Dear ?

This is to acknowledge receipt of your application for the position of Collection Development Librarian. It was considered by the Search Committee, and we find that you do not have the following qualifications for the position:

Six years of professional level

Thank you for your interest in the University of South Florida.

Yours truly,

Library Search Committee

XX/xx

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 11

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

December 30, 198X

Name
Address
City, State Zip

Dear ?

The library search committee has considered your application and has decided that "professional" experience must be defined as experience occuring after award of the master's degree in library science. You do have a fine library background, but we feel that we cannot deviate from this advertised requirement. Thank you for your interest in the University of South Florida Library. I sincerely hope that you secure a position worthy of your education and experience.

Yours truly,

Library Search Committee

XX/lms

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 12

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

August 31, 198X

Name
Address
City, State Zip

Dear ?

This is to inform you that your application for the position of Associate Librarian, Reference Department is no longer under consideration by the Library Search Committee. Again, thank you for your interest in the University of South Florida.

Sincerely,

Library Search Committee

XX/lms

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 13

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

December 30, 198X

Name
Address
City, State Zip

Dear ?

This is to inform you that your application for the position of Head of the Collection Development Department is no longer under consideration by the Library Search Committee. Although you have an excellent library background, you lack the expertise in academic libraries required for this position.

Again, thank you for your interest in the University of South Florida.

Sincerely,

Library Search Committee

XX/xx

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 14

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

December 30, 198X

Name
Address
City, State Zip

Dear ?

This is to inform you that your application for the position of Head of the Collection Development Department is no longer under consideration by the Library Search Committee. We did not receive your resume, and or USF Applicant Data Form by the prescribed deadline.

Again, thank you for your interest in the University of South Florida.

Sincerely,

Library Search Committee

XX/xx

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 15

UNIVERSITY OF SOUTH FLORIDA

TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

December 30, 198X

Name
Address
City, State Zip

Dear ?

Thank you for your recent letter of application for the position of Head of Collection Development. The Library Search Committee for Head of Collection Development would like to consider your application for this position further. Please have letters of reference sent to us by January 15, 198X, as we hope to reach a decision by the first of February.

If you wish to have your name removed from consideration, please let us know.

Sincerely,

Library Search Committee

XX/lms

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

August 1, 198X

Name
Address
City, State Zip

Dear ?

The Library Search Committee has reviewed your application for the position of Associate Librarian, Reference Department. We find you to be well-qualified for this position, and have discussed the possibility of interviewing you in person.

However, I emphasize the fact that the Library will offer the winning candidate a salary within the $11,500-$13,000 range posted in our Chronical of Higher Education ad. This is considerably less than your current salary.

Unless we hear otherwise from you, the Library Search Committee will assume you are still interested in the position and make a final decision on your application.

Sincerely,

Library Search Committee

XX/xx

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

SAMPLE 17

UNIVERSITY OF SOUTH FLORIDA
TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

THE LIBRARY
TAMPA, FLORIDA 33620
813: 974-2721

August 15, 198X

Name
Address
City, State Zip

Dear ?

The Library Search Committee has reviewed your application for the position of Associate Librarian, Reference Department. You seem to be well-qualified for this position and we are anxious to meet you in person. You will be contacted early in September, at which time a suitable interview date will be arranged.

Sincerely,

Library Search Committee

XX/lms

THE UNIVERSITY OF SOUTH FLORIDA IS AN AFFIRMATIVE ACTION EQUAL OPPORTUNITY INSTITUTION

(name of candidate)

INTERVIEW SCHEDULE
(April , 198X)

for Technical Services position

** All Library Staff are invited to attend, please choose most appropriate meeting and/or convenient time.

8:30 - 9:00	Briefing and meet with Search Committee (Room 206)
9:00 - 9:30	Tour of the Library
9:30 - 10:00	Coffee with Acquisitions, Serials and Special Collections librarians and staff (Basement Lounge)
10:00 - 11:00	Search Committee (Room 206)
11:00 - 11:30	With Mary Sepanik, Assistant Director, Public Services (Office)
11:30 - 1:00	LUNCH BREAK (Faculty/Staff Dining Room)
1:00 - 1:45	With Mary Lou Harkness, Director of Libraries (Office)
1:45 - 2:30	With Art Ketchersid, Assistant Director, Technical Services (Office)
2:30 - 3:00	Coffee with Reference Librarians and staff (Basement Lounge)
3:00 - 3:30	Entire Technical Services Staff (Room 206)
3:30 - 4:30	Wrap up with Search Committee (Room 206)

SAMPLE 19

INTERVIEW SCHEDULE FOR (local candidate,
Familiar with Library)

September 18, 198X

All Library Staff are invited to attend.

Candidate for Instructor/Librarian, Reference Department

9:00	Search Committee (Room 206)
9:45	Coffee Break with Library Staff who wish to talk with the candidate (Basement Lounge)
10:30	Mary Sepanik/Assistant Director of Public Services (Office)
11:00	Mary Lou Harkness/Director of Libraries (Office)
11:30	Art Ketchersid/Assistant Director of Technical Services (Office)

INTERVIEW SCHEDULE FOR (local candidate,
familiar with Library)

Candidate for Instructor/Librarian, Reference Department

9:00	Search Committee (Room 206)
1:00	Mary Lou Harkness/Director of Libraries (Office)
1:30	Mary Sepanik/Assistant Director of Public Services (Office)
2:00	Art Ketchersid/Assistant Director of Technical Services (Office)
3:00	Coffee Break with Library Staff who wish to talk with the candidate (Basement Lounge)

SAMPLE 20

UNIVERSITY OF SOUTH FLORIDA
AFFIRMATIVE ACTION RECRUITMENT AND SELECTION REPORT
FOR FACULTY, A & P, AND EXEMPT CAREER SERVICE POSITIONS

Please attach copies of advertisement(s), and vitae of minorities, women and final candidates.

1. Position Title: Position Number:
   Department:

2. Search:

   Date(s)

   a. Advertisement Sources (Include SUS Vacancy Announcements dates the announcements appeared).

   _____ _____

   _____ _____

   _____ _____

   _____ _____

   _____ _____

   b. Contact Sources (Attach copies of communication). Date(s)

   _____ _____

   _____ _____

   _____ _____

   _____ _____

   c. Comments Regarding Search (Include data regarding the availability pool, and composition of search committee (race, sex, number in search committee).

   _____

   _____

   _____

   _____

   _____

   _____

3. Applicant Data Summary

	Number Applied	Number Interviewed		Number Applied	Number Interviewed
Black Female	____	____	American Indian Female	____	____
Black Male	____	____	American Indian Male	____	____
Hispanic Female	____	____	White Female	____	____
Hispanic Male	____	____	White Male	____	____
Asian Female	____	____	Unknown Female	____	____
Asian Male	____	____	Unknown Male	____	____
			TOTAL	____	____

4. Final Candidates (in order of priority):

	Race	Sex
1. _____	____	____
2. _____	____	____
3. _____	____	____

5. Selection Process

a. If minorities and/or women applied, but were not interviewed, provide an indication of the specific expertise, degree(s), characteristics, experience, etc., which appeared to be lacking. (Be specific about each applicant. For additional space, attach another sheet).

b. If minorities and/or women were interviewed, but not recommended for hiring, indicate the specific expertise, experience, and other characteristics which appeared to be lacking. (Be specific about each candidate. For additional space, attach another sheet).

_____ _____ _____ _____

Accountable Officer's Signature Date Dean/Director's Signature Date

_____ _____

(print/type name of Accountable Officer) (print/type name of Dean/Director

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ASKING QUESTIONS IN THE LIBRARY EMPLOYMENT INTERVIEW

The heart of the employment interview lies in asking questions, listening to the answers, and responding to the answers received. This section will briefly review some of the principles involved in framing and asking questions and in responding to the answers provided by the interviewee.

Questions

The questions one asks an interviewee must be related to the qualifications for the position being applied for--the "Bonafide Occupational Qualifications" (BFOQ).[1] No questions are illegal; but one must ask questions with a demonstratable relationship to the qualifications for the position. The questions one wants to ask are those whose answers will yield the information one needs to know to make a decision. The main or "primary" questions that one wants to ask are usually organized into an outline, called an "interview schedule". At the very least one should prepare a list of general topics to be covered; many interviewers will prepare specific questions to be asked in a specific order.

Questions can be either "open" or "closed". Open questions are ones which allow and encourage the interviewee to elaborate on his or her answers; they aren't restrictive or limiting:

> "What qualities do you have that would make you the candidate we should choose for this position"?
>
> "What is your view of AACR2"?

"What kind of relationship should exist between Technical and Public Services"?

"Tell me how you became interested in library work"?

Closed questions are specific and restrictive; they prescribe the kind and scope of answers the interviewee can provide:

"How many years did you work at your last job"?

"Do you know any foreign languagues"?

"Will you be comfortable in a position that has no supervisory responsibilities"?

"What aspect of your present job do you like the least"?

Questions can also be either neutral (which do not suggest any particular answer) or leading (which are phrased so that the interviewee may find it easier or believe it more appropriate to provide one answer rather than another):

"Will you be comfortable in this job since you'll have two supervisors"?

"Don't you think professional and sub-professional librarians should cooperate better"?

Sometimes interviewers combine more than one question into a single question. This confuses interviewees, who will often not know which question to respond to first, and often forget the second question altogether. If you want the answers to two questions, ask them separately. Each of these "double" questions could be rephrased into two or more single questions asked one at a time.

"What is your view on Technical and Public Services, and which would you rather work in?

"How do you feel about participatory management; have you had any experience with it; and how are decisions made in your present job"?

One should ask questions which will elicit the desired information. Occasionally this means asking closed or leading questions. Most of the time, however, open and neutral questions are more desirable in an employment interview.

Responses

After one has asked a primary question, then one must listen to the answer obtained. Then you will need to respond in some way to the interviewee's answer. Sometimes you will simply be able to go on to the next question , but often some further conversation on that topic is necessary. Carl Rogers[2] describes five ways people can respond to what others say:

1. evaluative response makes a judgment about the rightness or wrongness, goodness or badness of the other person or of what the other person said.

2. interpretative response explains, teaches, or asks/tells why a person said or did as s/he did.

3. supportive response helps bolster a person's confidence on a short term basis.

4. probing response seeks more information about the topic or the person and serves to further or continue the discussion.

5. understanding response allows one to check out whether one really understands the other--it communicates empathy and can create a feeling in the other of being understood.

"Probing" is probably the most useful response in an employment interview, and among experienced interviewers the most common. These responses are also called "secondary" questions. Inexperienced interviewers often just ask a series of planned questions. As they gain more confidence and competence they will begin probing more and generally at first begin probing every answer the interviewee gives. While an improvement, this is

still not the sign of an experienced interviewer, who realizes that sometimes one needs to probe and sometimes one doesn't. Only when the response to your question is inadequate, do you probe. The experienced interviewer probes selectively, and does so in relation to his/her goals for the interview. Clearly, in order to probe effectively the interviewer needs to listen effectively.

There are two main types of probes which you can use. "Directive" probes focus the interviewee specifically on what you want to know. "Non-directive" probes serve to keep the interviewee talking, without providing too much direction regarding what to talk about.

Direct Probes[3]

Elaboration. These probing questions ask the interviewee to provide additional information extending or amplifying the previous response:

"Please tell me some more about that".

"Is there anything else you would like to add"?

"What were your feelings about that"?

Clarification. If you don't understand what the interviewee means, what some words mean, or how events are related, probing questions can obtain clarification:

"You mentioned that you are people oriented. What does that mean to you"?

"Would you explain that a bit more for me"?

"Tell me some more about what you mean by _____".

Repetition. When an interviewee evades a question, one possible option for you is simply to repeat the question exactly as asked before, or to ask it with only minor rewording. Examples don't seem necessary here.

Confrontation. If the interviewee seems to contradict him/her self, to provide inconsistent information, or just suggest views that aren't readily compatible, you may want to make the interviewee aware that you recognize this. The interviewee may have lied, or more likely have made a minor misstatement. Sometimes important information about the depth of a person's ideas or experiences can be discovered from probing what appears on the surface to be a contradiction:

> "Earlier you said you really enjoyed school and now you indicate that sometimes students' questions are a nuisance. How do you sort out these different views"?
>
> "Your resume says you worked in Cataloging, but just now you talked about the Reference work you did".

Nondirective Probes[4]

Silence. Using silence deliberately and constructively is a difficult yet important tactic for the interviewer. It gives the interviewee time to think, create a mood, and slows the pace of the interview. Silence on the part of the interviewer indicates that more is expected. Appropriate non-verbal responses (a headnod or smile) can indicate a corresponding willingness to listen. These periods of silence are quite brief-probably ten seconds maximum.

Neutral Phrases. While these phrases might even be spoken while interviewee is still talking, they show you are listening and encourage the interviewee to continue:

"I see".

"Hmmmmm".

"Uh huh".

Reflective Statements. Repeating back to the interviewee a statement s/he has just made can indicate that further clarification or elaboration

is needed. This is sometimes called "mirroring", since you mirror the interviewee's last words:

"You didn't like it"?

"You want to get ahead professionally"?

"An unstructured position"?

Internal Summaries. Reviewing the main points covered allows the interviewer to check his/her interpretation of the responses, invites clarification and elaboration, and helps build transitions from one subject to another. This is often called "paraphrasing".

"If I understand what you're saying,_____".

"So your primary interest would be_____".

"Ok,_____, let me see if I understand your view on_____".

Consider how each of these responses might be used to elicit further information in this hypothetical interview dialogue:

R: "What did you do in your last position"?

E: "I mostly worked in Cataloguing, reviewing books, processing those to keep, those to return".

At this point, the interviewer (R) has a number of choices. "Is this an adequate answer which meets one's objectives" is the first question to consider. If you answer to yourself, "No, I need more information", then several different kinds of probes might be used by the interviewer:

Elaboration:	"Tell me some more about that"?
Clarification:	'What do you mean 'reviewing books'"?
Repetition:	Repeat the question (probably not appropriate here)
Confrontation:	"On your resume you indicate you worked in public services.

Silence:	Obvious
Reflective Statements	"Those to return"?
Internal Summary:	"So mostly you worked in technical services doing cataloguing". (probably not appropriate so early in the topic)

Neutral Phrases:"Yes"?

Conclusion

Asking questions, listening, and responding to the interviewee's answers through the effective use of probing are the keys to effective communication and successful employment interviewing. These skills can be taught and, with practice, learned. The result is that one is a better interviewer, who conducts better and more effective selection interviews.[5]

Footnotes

[1]See Jacquelyn B. Carr, Communicating and Relating (Menlo Park CA: Benjamin/Cummings, 1979), pp. 153-155.

[2]Charles Stewart and William B. Cash, Interviewing: Principles and Practices, 2nd ed. (Dubuque, IA: William C. Brown, 1978).

[3]Cal W. Downs, G. Paul Smeyak, and Ernest Martin, Professional Interviewing (New York: Harper & Row, 1980).

[4]Ibid.

[5]Kenneth N. Leone Cissna and David A. Carter, "Conducting the Employment Interview Workshop: A Focus on Communication Skills", Journal of Employment Counseling, December, 1982, 19(4), in press; David A. Carter and Kenneth N. Leone Cissna, "Building Communication Competencies Through Interviewing", Florida Speech Communication Journal, Fall, 1981 8 (2), in press; Lois Einhorn, "An Inner View of the Job Interview: An Investigation of Successful Communicative Behaviors", Communication Education, July, 1981, 30 (3), pp. 217-228.

Appendix D

Information Packets for Candidate

ITEM	SOURCE
1. USF General Catalog	pick up on SVC, Registrar's Desk
2. Continuing Education Catalog	called Cont. Ed. (ex. 2695) they sent them
3. Map of USF	pick up in UC information desk
4. Other USF literature	pick up in UC information desk
5. Union/Collective Bargaining literature	get from Ilene Frank (from UFF President)
6. USF Library Promotion Guidelines	COPC secretary
7. Minutes of a Committee on Professional Concerns meeting	COPC secretary
8. USF Library organizational chart	copy of chart in Administration office
9. USF Library Fact Sheet	Administration Office
10. Tampa information	must visit (will not mail) Chamber of Commerce of Greater Tampa 801 Kennedy (across from courthouse annex) open 8:00-4:45, M-F (223-1111)
11. Map of Tampa	not available at Chamber of Commerce, get from banks
12. List of names of Search Committee,. and their Library positions	Search Committee
13. Interview schedule	Search Committee
14. USF Benefits of Employment	Personnel Office, Benefits Section (ex. 2970)

Appendix E

Guidelines for Pre-Employment Inquiries

Lawful and Unlawful

Permissable Impermissal

Please check the most recent issue of the American Association for Affirmative Action Newsletter, available from the Library's Equal Opportunity Officer or by writing the American Association for Affirmative Action, Admistration Bldg., Room 210, Ball State University, Muncie, Indiana 47306. Phone (317) 285-5162

Appendix F

Briefing for Candidates

Guide 1. Introduce Search Committee Members

Diana 2. Search Committee, structure and function
(conduct interviews, recommend appointment to Library Director do not recommend salary or rank - must bargain with Library Director for this -)

Interview Schedule, try to meet all the Library's departments

Bob 3. History of USF, PhD's offered, etc.

USF Library

Explain other USF Libraries (Medical, UMC, Ed. Resources, Film Library, Branches, Extension Library - but NO Dept. Libraries)

Jim 4. USF Library organizational chart

Cataloging process materials for Tampa, St. Pete, Ft. Myers

Serials list includes also Medical Library, UMC, New College, Branches

Marilyn 5. Other:

Unionized (all library faculty are covered by Union negotiations; only 3 top administrators outside bargaining unit)

Promotion criteria

Professional Development Leave

Retirement Plan - free after 10 years service

Free college courses for state employees after six months service - limited to six semester hours per semester - completion of forms requiring signature of Library Director, etc.

Insurance (several group plans for life, etc. available, State Self-Insurance plan is administered by Blue Cross & State pays about 50%.)

COPC / Library funded professional travel

Diana 6. Questions from the candidate